

## **D. The Recruitment Process:**

### **6. The Referral:**

a. The Resumix referral is composed of several sections, each providing you with valuable information.

COVER LETTER: Identifies the position for which the referral is issued, the Requisition number used for tracking purposes within the WCPOC, and the PERSACTION SF52 number of the recruit action you submitted. It also reflects a suspense date by which you should complete your selection process. Please read this letter carefully as it provides guidance on the selection sources, interview requirements, and selection documentation.

MANAGEMENT FEEDBACK FORM: Please complete the Management Feedback Form and return this to the CPAC along with your completed referral. This information helps the WCPOC evaluate our recruitment processes and make any necessary changes to improve the system.

REFERRAL LIST: The actual referral list also identifies the vacancy for which you are recruiting. The list will reflect the various recruitment sources you requested and the applicants within each source.

EEO STATISTICS: This section identifies the numbers and types of applicants who have been referred, by male and female, and by ethnic background.

APPLICANT RESUMES: You will receive the Resumix resumes for each applicant referred. You will not find any supporting documentation with the resumes, such as DD214s, SF 50s, appraisals, etc. These documents will be obtained by the CPAC for the selected candidate only.

NON-SELECTION LETTERS: You will find non-selection letters for all applicants referred. It is your responsibility to sign and forward a non-selection to each candidate who is not selected for the position. You should wait until the CPAC has offered the position to the selectee, and the offer has been accepted, before you mail these letters out.

b. Upon receipt of the referral list, it is now time for you to do the most difficult portion of the recruiting process – make a selection. You will have available to you the resumes for all applicants referred. You will not receive any additional documentation with the resume such as certificates of awards, appraisals, etc. You may also interview the applicants. Follow your agency's guidelines on interview requirements. If you choose to interview some interviewing tips are provided on the following page:

#### **INTERVIEWING DO's**

- Schedule the same amount of time for each interview. Allow yourself time between interviews to record ratings and complete notes.
- Allow candidates time to read the job description before the interview. This saves time for you and avoids any appearance of administering a speed-reading test.
- Welcome the candidate and explain the interview process.
- Discuss any unusual working conditions; i.e. shift work, overtime, frequent travel, etc. with the candidate before the actual interview. State these up front as conditions of employment.
- Ask each candidate the same set of questions. Document the results of the interview. The interview process, along with other evaluation factors, help determine the best candidate for the position.
- Compare all candidates on the same basis. Review the total picture after you have completed all interviews.
- Avoid the "Halo Effect". Don't weigh your decision on a single accomplishment, association with a particular group, the college attended, etc. Avoid stereotyping candidates.
- Keep your interview questions and selection notes.

#### **INTERVIEWING DON'Ts**

- Don't interview or promise to interview anyone who is not listed on the referral list.
- Don't make promises to candidates, or assumed potential candidates.
- Don't use acronyms or local/unique terms.
- Don't ask questions that do not distinguish between candidates, such as "Why do you want this job?"
- Don't use multiple part questions.
- Never indicate you have already made a selection before all interviews are completed.
- Don't ask personal questions, i.e., is your spouse in the military, do you have children, do you make coffee, or how old are you? These are not job related questions.
- Don't ask test questions or give hypothetical situations, i.e. what would you do if....?
- Avoid questions with only yes or no answers.
- Don't use terms such as "girl", "gal", "boy", "dear", etc.
- Don't assume an accent to be a liability.
- Don't assume men can, women can't (lift, travel, etc.)
- Don't inquire into views on politics, civil rights, religion, etc.



c. After reviewing all of the available information on each candidate, you are now ready to make and document your selection. It is necessary to properly document the selection and other contacts with applicants to ensure that your selection meets all legal and regulatory requirements. Each referral contains "Action Codes" for your use in indicating the results of your contacts with the applicants. Simply annotate the appropriate code by the name of the candidate, for example code "S" should be placed by the name of the selectee. If any applicants have declined consideration, you simply enter code "D" by that name. You should also indicate the reason for the declination. This helps the Civilian Personnel staff in determining if that applicant should be removed from the applicant data base. Tracking reasons for declinations also helps in determining future recruitment efforts. A sample completed referral is provided.

d. Follow your installation's guidelines for obtaining approvals for selections made. The referral should have been approved by a reviewing official(s) before it is returned to the CPAC for processing.

e. Should you choose not to make a selection from any referral, you should contact your servicing CPAC to discuss your options. Reasons for not making a selection should be documented on the referral, and the referral returned to the CPAC. The CPAC will work with the WCPOC on returned referrals and alternate options.

f. A completed and approved referral should be returned to your servicing CPAC. The CPAC will then contact the selectee, obtain required documentation to verify employment eligibility, make a tentative job offer pending receipt of required documentation, schedule any required pre-employment physicals or drug tests, initiate clearance requirements, etc. Only after all required actions are completed will the CPAC confirm and commit your selection.

***Referral suspense date: Every referral you receive will have a suspense date for completion and return to the CPAC annotated in the top right hand corner of the cover letter. Any mitigating circumstances that may cause a delay in meeting this suspense date should be addressed through your servicing CPAC.***

g. Scheduled Entrance on Duty (EOD) dates will be negotiated between yourself, as the gaining official, the losing organization (if applicable), and the servicing CPAC.